

ACVETEO - ADVISORY COMMITTEE ON VETERANS' EMPLOYMENT,
TRAINING AND EMPLOYER OUTREACH

U.S. DEPARTMENT OF LABOR

October 2, 2014

SUMMARY MINUTES

THE ADVISORY COMMITTEE ON
VETERANS' EMPLOYMENT, TRAINING, AND
EMPLOYER OUTREACH (ACVETEO)

October 2, 2014

Washington, D.C.

ATTENDEES

MR. TIMOTHY GREEN	Director, Office of Strategic Outreach, VETS, U.S. Department of Labor, ACVETEO DFO
MR. ERIC EVERSOLE	ACVETEO Vice Chairman, V.P., Executive Director, Hiring Our Heroes, U.S. Chamber of Commerce
MR. KEITH KELLY	Chairman, VETS, Assistant Secretary of Labor for Veterans' Employment and Training, DOL
MR. RYAN GALLUCCI	ACVETEO, VFW
MR. CURT COY	Deputy Under Secretary, Veterans Administration, ACVETEO
MR. DARRELL ROBERTS	Executive Director, Helmets to Hard Hats, ACVETEO
MR. DAVID QUAM	Deputy Director, Policy Office of Federal Relations, National Governors Association, ACVETEO
MR. GORDON J. BURKE, JR.	DOL, ACVETEO
MS. LINDA BILMES	DOL, ACVETEO
MR. BOB SIMONEAU	DOL, ACVETEO
MS. DAWN HALFAKER	DOL, ACVETEO
MR. MIKE HAYNIE	DOL, ACVETEO
MR. RICHARD JONES	DOL, ACVETEO
MR. ERIC BROWN	DOL, ACVETEO
MR. WAYNE BOSWELL	DOD
MR. JUSTIN STEVENS	National Governors Association
MR. WILLIAM OFFUTT	Victory Media
MR. DAVID BODDIE	Federal Allies Institute
MR. RON DRACH	National Organization on Disability
MS. HEATHER ANSLEY	Vets First
MR. JESSE CANELLA	UStream Solutions
MR. SAMUEL JUNG	American Legion
MS. LINDA ROSSER	The Value of a Veteran
MR. RANDALL SMITH	DOL VETS
MR. BRIAN HAWTHORNE	DOL VETS
MR. JEREMY BISHOP	DOL OCIA
MS. JENNY WAITS	DOL OCIA
MS. RACHEL PITTENGER	GAO
MR. DAVY LEGHORN	American Legion
MR. MIKE SLATER	DOL VETS
DR. NANCY GLOWACKI	DOL VETS

CALL TO ORDER

Mr. Tim Green opened with welcome and a reminder that the number one goal of the committee is to get an annual report out by December 31st with some solid recommendations on which the Secretary can take action.

WELCOME AND INTRODUCTIONS

Mr. Keith Kelly welcomed the committee members and guests, and thanked **Mr. Mike Haynie** for his leadership as chairman. He noted the absence of **Mr. Tony Camilli** who was away on paternity leave.

Mr. Kelly commented on having all staffing slots filled and went on to introduce **Mr. Bill Matheny** as director of the Office of Field Operations. **Mr. Matheny** previously served as a strategic planner and analyst for the Chief of Staff of the Army.

Mr. Kelly announced Salute to Veterans Day to be held November 10th and invited everyone to attend.

Mr. Haynie went over the schedule for the day, noting the focus would be on bringing the work of the subcommittees to the full committee and pointed out there is likely some overlap in some of the recommendations, requiring a focus on areas of similarity among the subcommittees.

Mr. Haynie announced that **Mr. Eric Eversole** will be aggregating and consolidating the information coming of the committee meeting, with a goal to complete a first draft of the recommendations within two weeks.

Mr. Haynie then offered to provide the subcommittees some time to get together before beginning the discussion of recommendations and invited guests to join one of the groups during the break in the proceedings of the full committee.

Following the break, **Mr. Haynie** recognized the Outreach Subcommittee to discuss their specific recommendations.

OUTREACH SUBCOMMITTEE PRESENTATION

Mr. Eversole outlined the three basic recommendations of his subcommittee: (1) to improve on Federal outreach efforts both in terms of integration and consistency of message; (2) development of performance measures for success; and (3) improve out reach to small

and medium-size businesses.

Mr. David Quam discussed the recommendation to improve Federal outreach efforts, who noted that the term "outreach" is broad and refers to reaching people and formulating the message, which is involved with all the issues the committee has raised. As a result, the subcommittee focused on recommendations to the Secretary that will be helpful.

In terms of improving integration of Federal employer outreach, the subcommittee recommended first recognizing what is being done by various agencies of the Federal government with a goal of integrating the message and promoting collaboration, consistency, and coordination.

There was also agreement on the subcommittee to recommend a task force to be charged with coordinating the effort and ensuring consistency of the message.

The recommendation will include a discussion of what the Federal family is doing, recommendation of a task force, and an effort to compile a comprehensive inventory of what is already being done. The focus will be on enhancing integration, building on the work that is being done, and taking the work further.

Mr. Haynie suggested taking each of the elements separately, and began the discussion by asking whether the Secretary of Labor has the authority to create and charter a task force since it will involve an interagency effort, or whether that would need to be initiated by the White House.

Mr. Richard Jones suggested the Secretary could recommend it and perhaps lead the charge.

Mr. Quam noted that the recommendation would serve as endorsement by the committee and recognition that it's an important issue that needs to be addressed. He went on suggest that a Cabinet member is in the position to express support of the recommendation and work with the White House to implement it.

Mr. Haynie suggested the committee would need to be careful about how the recommendation for an interagency task force is

described, since he doesn't think a Cabinet member can charter and create such a task force. He went out to point out that there are many parts of the Department of Labor that touch veterans, and perhaps the recommendation could specifically focus on consistency of messaging among activities and programs within DOL.

Mr. Quam noted that **Mr. Eversole** had observed the need to incorporate not just interagency but intra-agency efforts in the recommendation. **Mr. Quam** also pointed out that because it's a very big effort, it's important to have one entity charged with that.

Mr. Curt Coy restated the recommendation about consistency of message as being a bumper sticker message on why employers should hire veterans.

Mr. Jones pointed out that, in terms of budget considerations, coordination of effort will result in efficiency.

Mr. Haynie brought up one of his subcommittee's recommendation and asked how it would relate to the recommendation for the task force.

Specifically, the focused populations subcommittee will recommend that the Department of Labor should initiate an audit and critical review of outreach and messaging programs and practices, take corrective action where required to ensure that such programs and practices include and appropriately represent veterans with disabilities, women veterans, and Native American veterans.

Further corrective action should include an emphasis on vocational success and images of success.

Mr. Haynie agreed that the committee should keep the recommendation at a high level and let the task force do that deep dive on specifics but at the same time recognize the interest of the committee to include an emphasis on certain

focused populations in the context of both making sure they're represented and consistently represented.

Mr. Quam responded that the recommendation of the focused populations subcommittee would be left as a separate item but cross-referenced with the task force recommendation. He pointed out that such an approach could work with other recommendations, as well, by leading with some of the macro issues and referencing specifics provided by other subcommittees.

Moving on to the second recommendation of the outreach subcommittee, **Mr. Eversole** recognized **Mr. Robert Simoneau** to discuss performance measures.

Mr. Simoneau identified the recommendation as more specific than the first one, noting that the subcommittee had begun by discussing the current situation. Among the items noted was the local veterans employer outreach (LVER) program and the disabled veterans outreach (DVOP) program.

There are currently no performance measures for business outreach for the VETS programs. VETS has a group working on development of performance measures for business outreach of the LVERs, although they are not yet ready to release the information.

He went on to note that the Workforce Innovation and Opportunity Act (WIOA) is replacing the Workforce Information Act (WIA), and in WIOA there is a requirement for the Secretary of Labor to develop performance measures for business outreach

and employer services.

Because LVERs are not necessarily able to do all the outreach required, the Employment and Training Administration and the American Job Center staff have to pick up that responsibility since they are responsible for providing priority service to veterans. However, there are no performance measures for that mandate, so it's important that they be developed.

Additionally, the subcommittee plans to include in the report some examples of what states are doing in terms of business outreach performance measures with a focus on creating efficiency.

Mr. Simoneau went on to discuss providing state and local American Job Centers with materials to help them with outreach efforts, electronic documents that allow for input of local information.

Ms. Linda Bilmes expressed concern about the lack of good statistical information about employment, noting that unemployment among women veterans age 18 to 24 was currently being reported as zero. She went on to suggest that for performance measures to be effective, there has to be a focus on data collection and expanding sample sizes.

Mr. Simoneau responded that VETS and ETA have groups working on that, while the subcommittee has taken a more macro focus.

Mr. Quam agreed that there is a need for ensuring the data is adequate and accurate.

Mr. Kelly suggested it could be important to emphasize a focus on trends over time.

Ms. Bilmes noted that women veterans under 35 is a large enough group that it should be possible to increase the sample and provide a more accurate picture.

Mr. Haynie added that one of his subcommittee's recommendations is that the Secretary direct the Bureau of Labor Statistics to work with the ACVETEO to develop a set of recommendations with regard to the frequency and nature of the data collected on certain populations of veterans.

Dr. Nancy Glowacki noted that about 12,000 women veterans are surveyed on an annual basis and that she uses annual averages for the work she does.

Mr. Kelly said he recalled reading about an executive order directing Federal government agencies to coordinate their efforts with regard to veterans. **Mr. Quam** noted that the Secretary could rely on that.

Mr. Jones provided a discussion of the subcommittee's recommendation in terms of small and medium-size businesses, focusing on tools such as incentives, specifically tax incentives, referencing the Vow to Hire Heroes Act enacted in 2011.

The law included a temporary provision for a Work Opportunity tax credit that is subject to annual renewal by Congress. **Mr. Jones** noted that a short-term tax credit does not help employers who are making long-term hiring decisions and

pointed out the need to renew the tax credit and raise awareness of it among small and medium-size businesses to create demand for the hiring of veterans.

Mr. Jones stated he believes it would be proper for the Secretary to raise this issue and could refer to the Vow to Hire Heroes Act that was signed three years ago.

He suggested there aren't many small and medium-size businesses using the tax credit and it's important to use it as one of the tools throughout the government on a coordinated basis.

He noted that some states have done a good job in terms of messaging and that employers don't care whether it's a state or Federal incentive as long as cash is provided to help underwrite the hiring of veterans.

Mr. Coy noted that the tax credit is something that Congress would want to cost out and that it's lost revenue to the Treasury.

Mr. Jones pointed out that there is a correlation between veterans being hired and the amount of unemployment compensation that the Department of Defense has to reimburse states and noted the need for a dynamic analysis.

He added that the cost of the Work Opportunity tax credit is less than the cost of paying unemployment compensation and the tax credit would pay for itself both in terms of the cost of the program and the cost of veterans and families who may not become economically empowered without it.

Mr. Quam noted that, in terms of the broad recommendation, the issue is about getting SMEs onboard and that needs to be the context of the legislative debate on this topic.

Mr. Kelly questioned the success of the tax credit and asked whether it has been enough and noted that the recommendation would really be for Congress to look at it and measure it. He added that if it's not measured, it may sound good but it's not known whether it did any good.

Mr. Jones suggested putting together an inventory of the incentives available to businesses for hiring veterans.

Ms. Bilmes pointed out that she has students at the Kennedy School who are looking for projects and one of them could spend six weeks crunching the numbers on two or three of the key incentives.

Mr. Gallucci noted that it's important for veterans to know about these programs, as well.

TRANSITION SUBCOMMITTEE PRESENTATION

Mr. Gallucci said the subcommittee on transition wanted to focus on things that would be quick and actionable, where the advisory committee could have an immediate impact.

The subcommittee's first recommendation is that the Department of Labor improve outreach on the public availability of transition assistance program resources, to include adapting the public-facing online curriculum to serve as a reference guide in monitoring public click-throughs.

Improvements to the program include making it more easily

navigable so that users can find the module they need without having to go through each one.

Mr. Gallucci also discussed the need for tracking click-throughs and monitoring those metrics to see who is using the curriculum, how long they're staying on the site, what they're clicking on, and to evaluate its value to the user.

He suggested the advisory committee express its belief that the Department of Labor and its partner agencies should improve outreach.

Mr. Gallucci went on to discuss the second recommendation, that Congress extend the off-base transition training (OBTT) pilot program until the Department of Labor can provide a full analysis on the effectiveness of the pilot program and potentially recommend full implementation.

OBTT was authorized as a two-year pilot program and will expire in January. According to the interim report that the Department of Labor sent to Congress, the demands to host workshops was beyond what had been anticipated.

Fifteen workshops had been anticipated and 23 were scheduled. The Department of Labor relied on state workforce agencies, National Guard bureaus, and state departments of military or veterans affairs to conduct the training.

The total cost for the 23 workshops was \$52,000 or about \$2,000 per workshop, making it a cost-effective way to deliver post-service transition resources. However, the outcome data will not be available until a year after the program is terminated.

So, the recommendation is to extend the program until the outcome data is available. There is a concern that if the pilot program is allowed to expire, there will not be an opportunity to make it permanent.

Mr. Green said the committee could arrange to get an overview of the pilot at the next meeting.

Mr. Haynie mentioned that the self-employment portion of TAP has been taken off-base through a new program called Reboot to Business piloted with the SBA through the end of August and that there was a demand for the training.

Mr. Gallucci went on to describe the subcommittee's third recommendation, that the Secretary of Labor allow ACVETEO to review the transition assistance program curriculum for relevance, accuracy, and effectiveness as part of its periodic review in fiscal year 2015.

He discussed that a lot of stakeholders have asked for input into the process and that ACVETEO would be willing to take on the role of organizing how these stakeholders are able to review the curriculum, aggregating the results, and proposing interim recommendations on potential changes.

Mr. Green noted that the advisory committee can make recommendations to the Secretary of Labor with respect to employment training needs of veterans at such times and in such manner as the advisory committee deems appropriate.

Mr. Haynie discussed his subcommittee's recommendation that the Department of Labor should conduct an audit of the TAP curriculum and associated post-service employment outcomes realized by women

veterans to ascertain whether there is a need for specialized training to address specific particular needs of women veterans as they enter the workforce.

He suggested there may be a specialized need that exists that isn't being met by TAP for certain cohorts of the transitioning population.

Mr. Green mentioned that they have been approached by companies wanting to review the employment workshop curriculum and educational institutions that are willing to look at it.

Mr. Roberts expressed his interest in apprenticeship and the ability to improve in that overall area and noted the group should give an opinion on that.

Mr. Eversole noted that the question of taking on the task of reviewing TAP as part of the work of the committee is very broad and that perhaps it could be narrowed to reviewing TAP as it relates to specific recommendations of the committee.

Mr. Boswell pointed out that there is over 72 hours of curriculum.

Mr. Haynie proposed that perhaps the committee take on a review of TAP linked to the set of issues and recommendations that they're currently focusing on. He and **Mr. Simoneau** agreed that a comprehensive review of TAP would be too much to take on.

Mr. Kelly said there should be a module or part of a module on the apprenticeship issue and mentioned the connection between the G.I. Bill and apprenticeship.

Mr. Boswell pointed out that all new curriculum pieces will

be launched by November 17th. **Mr. Green** said the contract to review the curriculum requires it to be done by April.

Ms. Bilmes noted that some of the things the committee is doing is looking in the rearview mirror, such as the issues of inadequate data and uncoordinated research, but that, looking ahead, it's known that there is going to be a large infusion of new service members exiting in the next three years.

She went on to point out that TAP has not been revised in 15 years and the data collection hasn't been revamped in a long time.

Mr. Haynie mentioned that the charter of the committee is to evaluate whether the programs at the Department of Labor are meeting the needs of veterans in the employment context.

Mr. Boswell pointed out that, beginning on October 1st, there are aspects of TAP being delivered throughout the military lifecycle to ensure career readiness.

Ms. Lisa Rosser told the group about a conference produced by her company, held every January, that could be a way to include employers in the process, suggesting that the 120 attendees from 80 companies could be a captive audience of the people who would be a good fit in terms of reviewing some of the material.

She noted that the theme of the conference for this year is training, apprenticeships, on-the-job training programs, managerial leadership, internships, and work-study programs and ties in with some of what the committee was discussing.

Before taking a lunch break, **Mr. Haynie** asked for approval of the minutes. **Mr. Simoneau** made a motion to do so, and it was

approved.

FOCUSED POPULATIONS SUBCOMMITTEE PRESENTATION

Mr. Haynie began the discussion by noting that some of his subcommittee's recommendations bring the three focused populations -- veterans with disabilities, women veterans, and Native American veterans -- together under one umbrella while some of the recommendations focus on one of the three cohorts.

He repeated the subcommittee's recommendation on outreach:

The department should initiate an audit and critical review of outreach and messaging programs and practices and act where required to ensure such programs/practices include and appropriately represent veterans with disabilities, women veterans, Native American veterans.

Further, corrective action should include a purposeful emphasis on vocational success stories, images of success, etcetera, related to the employment situation of veterans with disabilities, women veterans, and Native American veterans across DOL's services and programs.

Mr. Haynie explained the logic is that, in the context of broader outreach, there needs to be a focused, culturally competent, educational outreach program that specifically addresses the issues, challenges, and opportunities represented by the three populations.

He then moved on to the second recommendation of the subcommittee:

Leveraging both internal and external (private sector

resources and partners), the department should initiate comprehensive research program focused on identifying the particular employment-related challenges in transition for each focused population group.

This effort should include a purposeful and specific plan of action indicating how the findings from this effort will be leveraged to inform changes if required in policy and practice across DOL services and programs so as to better support the post-service employment situation of veterans with disabilities, women veterans, and Native American veterans.

He explained that the recommendation is a purposeful call to take steps to actually do the work and answer the question of whether there is a core set of issues that could be informative in terms of making specific changes or additions to the direct service delivery programs to support the three populations.

Mr. Jones reiterated that the one-size-fits-all approach doesn't work and there needs to be a way to meet the specific needs of the distinct groups.

Mr. Haynie added that the research should be accompanied by a plan to bridge what is learned by the research to changes, if required, in policy and practice related to service delivery.

Dr. Glowacki suggested breaking up the recommendation to address the different needs of the three subgroups, adding that, for women veterans, it is known where the gaps are.

She took issue with **Mr. Jones'** suggestion about the groups being distinct or unique from an employment perspective, warning against painting women veterans as unique and distinct compared to male veterans who are strong and good candidates.

Mr. Jones responded that he was intending to point out that women are less likely to self-identify as veterans, a point with which **Dr. Glowacki** agreed.

She noted, however, that breaking out the recommendation with respect to the three groups would allow for fine-tuning the wording and add in what has been done, what is known, and be able to drill down on the gaps that remain.

Mr. Haynie said the decision to have a general recommendation was related to efficiency and noted the inclusion of research for each group but that he was willing to split up the recommendations.

Mr. Boswell noted there are differences between transitioning women veterans, who may be less informed, and those who have been out of service for five years or more and have a better sense of what their needs are, and he pointed out the need for statistical data, information, and good research to address that.

Mr. Haynie brought up the work done by one of **Ms. Bilmes'** students in collecting data from transitioning female service members.

One of the things identified is that the post-service goals of women differ substantially from those of men. Men

prioritize economic goals whereas women are focused more on reestablishing themselves in a family role.

Mr. Boswell reiterated the difference between what transitioning women veterans may need as compared to those who have been out for five years and are more informed.

Mr. Haynie said the recommendation calls for somebody to figure that out.

Mr. Slater suggested the need for a long-term study, noting that needs change over time and the changes need to be tracked. **Mr. Haynie** agreed that language can be added that makes that a routine focus as the population changes.

Mr. Boswell asked when the committee would receive the data collected on transitioning women veterans, and **Mr. Haynie** responded that it should be soon and that he could share the information outside of the formal process.

Mr. Simoneau suggested to **Mr. Haynie** that his recommendations were very wordy, who agreed they need to be half as long, that they need to make them much more concise, adding that he would be asking the committee to agree on a structure and then asking the subcommittees to put their recommendations into that structure.

Mr. Haynie moved on to the next recommendation, which calls for the department to look across DOL programs and services related to programmatic visibility that they have or do not have to serve veterans across programs in the three special populations.

He explained that there are a lot of robust, well functioning programs in DOL that serve broadly all Americans but because of the way they're funded or legislated don't have a mandate to serve female veterans or Native American veterans.

The logic of the recommendation is, rather than creating a new infrastructure, DOL should look at programs that are not currently serving these populations but are all positioned to have an impact, to conduct a gap analysis of programmatic flexibility with the goal of providing the Secretary leverage in terms of legislative or funding changes.

In HVRP, for example, Congress has specified how money can be spent, and the recommendation calls for more flexibility.

Mr. Burke suggested that the subcommittee is looking for programmatic dexterity to be able to address a focused population issue, perhaps beyond the three populations identified, and **Mr. Haynie** agreed that "dexterity" is a good word to describe the goal of the recommendation.

Mr. Gallucci asked whether OBTT can be conducted at a V.A. medical center or whether there could be an OBTT workshop geared toward the unique needs of women veterans or conducted on Native American lands.

Mr. Haynie responded that those are all good examples of the kind of dexterity the subcommittee was discussing.

Mr. Haynie then moved on to the subcommittee's next recommendation:

Acknowledging that the data available to represent

the employment situation and trends characterizing these three populations is inadequate to inform policy and practice, the department should direct BLS to work with this committee, as well as representatives from Census, V.A., and anybody else that needs to be involved, to craft recommendations related to enhancements to the nature and frequency of data collection informative of the employment situation of veterans with disabilities, female veterans, and Native American veterans.

He explained that, instead of specifying what those enhancements should be and how the data needs to change, the subcommittee was turning to the full committee in a purposeful way such that one of the tasks moving forward is to work with BLS, Census, and anybody else to really push the recommendations that data collection can be enhanced to capture the data that is needed and avoid data that shows the unemployment rate for female veterans age 18 to 24 is zero.

Mr. Haynie further explained that the committee is well positioned to bring in the perspective of the private sector and academia rather than being informed only by those within DOL.

Mr. Eversole expressed the opinion that such a recommendation is consistent with starting at a higher level and then going into specific details.

The next recommendation of the subcommittee is that the department should conduct an audit of the TAP curriculum and associated post-service employment outcomes to ascertain whether

there is a need for specialized curriculum or modules, a recommendation discussed earlier in the meeting.

As the next recommendation, as it relates to outreach, the department should develop a communication campaign to educate employers on women in the military with particular emphasis towards mitigating stigma and undermining stereotype associated with military service.

The last recommendation is that the department should develop a strategy to build on local community partnerships and outreach already established for other programs such as HVRP and potentially partner with V.A. around the SSVF program to establish support networks for female veterans related to workforce training skills and employment in the local community.

Mr. Roberts clarified that the committee would not be making suggestions on how to do that but only that the department take a look at it.

Mr. Haynie explained that no one on the subcommittee has expertise with respect to issues of Native American veterans and that there has not been a lot of research or study in that area.

Mr. Burke discussed the committee's congressionally mandated study on the employment needs of Native American veterans and noted Congress' interest in having the committee develop a strategy for addressing those needs. The strategy has been developed and submitted to Congress.

Mr. Gallucci asked whether there had been

consideration of identifying other unique cohorts in the veterans population that may have challenging in obtaining employment, such as veterans in rural areas and older veterans.

Mr. Haynie said they had not discussed it but that he is open to adding language that identifies other specialized cohorts.

Dr. Glowacki noted that focusing on race and ethnicity would improve the unemployment rate among women veterans.

Mr. Burke pointed out that there are only 150,000 to 160,000 Native American veterans on reservations and that those living off reservations are counted in the general population. Only about half of those living on reservations are in the workforce.

Dr. Glowacki pointed out that offsite TAP is a good way to reach focused populations and suggested taking it to working women and working mothers groups.

Mr. Eversole suggested that the V.A. model is a good one and perhaps structuring the report with general titles and specific recommendations underneath, noting that there really three or four different recommendations.

One was to create an interagency task force; another one was to create interagency consistency.

He proposed a general title about outreach, a general intro section about outreach, and a title to, one, improve Federal outreach; two, develop performance measures; and three, improve small and medium business outreach.

Under each specific title should be the rationale,

noting the current situation, the need, and then three or four specific recommendations.

He noted that the recommendations of **Mr. Haynie's** subcommittee lend themselves more to the V.A. model.

In addition, **Mr. Eversole** suggested including some examples of information and data the committee had identified to keep the report interesting and highlight things the committee is concerned about to flesh out the reason for the recommendations, perhaps citing the zero percent unemployment rate among certain veterans.

He suggested that that kind of information will help congressional staffers understand the need for better data.

Mr. Haynie proposed that the committee foreshadow in the report what they plan to focus on next year in terms of other populations, looking at the data, and the issues related to TAP, and to do so in a narrative that summarizes the report.

He said they would complete a first draft within two weeks and then add other sections to include activities and other information, with the target of finalizing the draft by the end of November.

There was discussion of scheduling the next meeting for the first week of December.

The meeting adjourned at 2:20 p.m.